



DRMI Newsletter

Defense Resources Management Institute, Naval Postgraduate School, Monterey, California

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C.J.'s Corner

Comments from Dr. C.J. LaCivita, Executive Director, DRMI



DRMI develops additional new courses

Every four years the U.S. Department of Defense does a major strategic review called the Quadrennial Defense Review (QDR). The most recent QDR was issued in February of this year. Two of the many goals set in this document are of particular interest to DRMI. They are building partnership capacity and reforming DoD's institutional practices. For over forty years, we have been engaged in educating people from all over the world in support of both of these goals. Nevertheless, the defense environment has changed, and the Institute's courses must (See "C.J.'s Corner" on page 2.)

Feature Article

Lessons learned? Measuring Utils in the Big Leagues, by Dr. Jim Airola



What game requires the use of both offensive and defensive weapons, has easy to measure costs and outputs, entails some element of luck, and has as its best strategy the cheapest production of utils? The answer, of course, is the TEMPO game, played by all DRMI participants on the first day of class. The game illustrates the benefit of quantitative analysis in informing management decisions. In TEMPO, everything is readily quantifiable, making it easy to apply analysis. Utils provide an exact measure of the output of any offensive or defensive system. DRMI participants usually note that the real world is unlike the TEMPO decision environment, because it is unusual to be able to precisely measure the output of things like people, computers, weapons, or facilities.

However, it turns out that there is at least one place that is in many ways similar to the TEMPO world. It is an industry in which quantitative analysis has recently brought a profound and fundamental change to the way decisions are made – the world of professional baseball in the United States.

Major League Baseball, as played in the United States, is very big business. There are 30 teams, each spending an average of sixty million dollars per year on players' salaries. The game employs both offensive-oriented players (batters) and defensive-oriented players (pitchers). The output of the offensive players is measured using a variety of statistics; the most commonly used statistic is the batting average, or the number of times a batter hits safely as a percentage of attempts. Managers rely heavily on various statistics to assess player performance.

In his book "Moneyball," author Michael Lewis (2003) describes a dramatic revolution in the (See "Lessons Learned?" on page 8.)

C.J.'s Corner (Continued from Page 1.)

evolve to meet the new environment.

Today, the focus of U.S. policy is on the Global War on Terror. As part of that focus, there is also a growing emphasis on stability operations. In response to this reality, we are developing two new mobile international courses. One will apply the concepts of resources management to combating terrorism, the other to stability operations. These courses will be available starting in 2007.

DRMI Classroom Update

DRMI's plans to leave Dawson Lecture Hall in Spanagel Hall (Room 400) for a new classroom built specifically for our use are continuing on schedule. The 65% design review was completed on 12 September. The next step is to hold the 100% design review, which should take place shortly. As mentioned in our July newsletter, the new facility will occupy the open space between the Spanagel Hall loading dock and Watkins Hall. The building will have an entry foyer, a lecture hall with tiered seating and restrooms. It will also have state of the art IT equipment. Construction is scheduled to start in November, with a completion date of June 2007.

DRMI News

Past DRMI courses

DRMC 06-4 (24 July to 17 August) had 16 U.S. participants and 16 international participants from eight different countries.

DRMC 06-5 (21 August to 15 September) had 14 U.S. participants and 15 international participants from 10 different countries.

DRMI completed its Senior International Defense Management Course (SIDMC 06) on 20 July 2006. SIDMC 06 had 46 participants from 28 countries. Among the participants were DRMI and NPS alumni. BG Foric from Bosnia attended MIDMC 05-2 and BG Al Tamimi from Saudi Arabia (SANG) attended IDMC 02-2. Col Dashdaavi (Mongolia) was a 2005 graduate of NPS. The course ended 20 July with a graduation dinner.

DRMI presents Multi Criteria Decision Making Course, by Dr. Anke Richter



DRMI presented its inaugural Multi Criteria Decision Making short course in Monterey, CA, 24 July through 4 August 2006. Nine participants from five countries (Georgia, Israel, Jordan, Liberia, and Saudi Arabia) attended. The main objective of the course was to develop detailed methods to

formulate, structure, and solve decision problems while incorporating multiple objectives and decision criteria. The course provided an in-depth exploration of these topics, which we teach in less detail in DRMI's resident and mobile courses.



MCDM course participants

Participants focused on two case studies – selecting an unmanned aerial aircraft and deciding which Army bases to close. They also worked on decision problems brought with them to the course. The course featured two guest speakers from the Operations Research department, Col. Bill Tarantino and Maj. Paul Lee Ewing, who conducted the Base Realignment and Closure (BRAC) for the US Army. This was the foundation for the second case study. The faculty team consisted of Dr. Kent Wall, Dr. Eva Regnier, Dr. James Morris, Senior Lecturer Don Bonsper, Senior Lecturer Phil Costain, Lecturer Allan Polley, and Dr. Anke Richter (course coordinator). The course was a great success and we look forward to presenting it again in 2007. Tentative dates for the course are 5-16 February and 20-31 August. Check our website for updates!

Budget Preparation, Execution and Accountability (BPEA) Course, by LtCol Chris Page, USMC



DRMI presented its second short course entitled "Budget Preparation, Execution and Accountability (BPEA)" from 7-16 August 2006. Senior Lecturer Don Bonsper, Senior Lecturer Larry Vaughn, Dr. Natalie Webb, Dr. Diana Angelis, LTC Mark

Hladky (USA), and course coordinator LtCol Chris Page (USMC).



BPEA course participants.

This course focused on the detailed principles of preparing, executing and measuring budget performance within a ministry and/or department of defense, specifically at the service level. Faculty and participants examined the difficult process of requesting funding and the subsequent management of those funds in the context of limited resources within democratic societies. Ten participants from five countries (Georgia, Israel, Liberia, Malawi and Saudi Arabia) were in attendance. The next course offering will be 17-26 September 2007.

Malaysia FMS, by Dr. Peter Frederiksen



The sixth Foreign Military Sales (FMS) course (and eleventh overall mobile course) was presented in Kuala Lumpur, Malaysia August 14 – 25, 2006. Professor Peter Frederiksen led the course with the following faculty team

members: Assistant Professor Jim Airola, Professor Jim Morris, Senior Lecturer Don Bonsper and Lecturer Al Polley. Although Associate Professor Robert McNab was scheduled to be there for both weeks, an acute case of appendicitis (at the San Francisco Airport) kept him off the trip.



Malaysia MIDMC participants.

The two-week course that DRMI presented is part of the 11-month curriculum at the Malaysian Armed Forces Defense College (MAFDC), which culminates with a Masters Degree. The new commandant of the College is First Admiral Dato' Abd Hati Bin A. Rashid. Also involved with the course were Captain Subramaniam bin Raman (DRMC 04-3), Chief of the Directing Staff, and Captain Abd. Aziz (DRMC 03-1). Friday of week one was devoted to Alumni Day at the college – the college is celebrating its 25th anniversary – and Dr. Frederiksen was the guest of honor at the Alumni Dinner that evening. The class had 40 participants, including one civilian and two policemen, 21 from the Army, eight from the Navy, and eight from the Air Force. Discussions about a course in 2007 are now underway.

Argentina MIDMC, by Senior Lecturer Larry Vaughan



DRMI recently completed its 17th presentation of a Mobile International Defense Management Course (MIDMC) in Argentina. The faculty team consisted of Dr. Diana Angelis, Senior Lecturer Phil Costain, Dr. Eva Regnier, Senior Lecturer Larry Vaughan (course coordinator), Dr. Kent Wall and Dr. Natalie Webb. The course was conducted in Buenos Aires at the Escuela de Defensa Nacional (Na-

tional Defense School) from 11-22 September. Forty-three participants received diplomas; 23 were from the Master's Program in National Defense and 20 from the National Defense Advanced Studies Program. The student population itself was very diverse. There were 10 civilians, including a high school teacher, a life insurance professional, two private practice lawyers and two lawyers from the University of Buenos Aires, as well as an administrator from the Argentine Department of Environmental Protection and three employees of the Ministry of Defense.



Dr. Webb with a group of Argentina MIDMC participants.

Military representatives included officers from the Army, Navy, Air Force, Coast Guard, Border Security and National Capital Police Forces of Argentina. Participants came from Brazil, Ecuador, Mexico and the United States. There were four women and 39 men.



Senior Lecturer Phil Costain engages MIDMC participants.

The participants exhibited a high level of analytical skills and worked very well in small groups, a reflection of their ongoing work in the National

Defense Curricula. Another MIDMC has been scheduled for September 2007.

Sierra Leone MIDMC, by Senior Lecturer Stephen Hurst



DRMI held a Mobile International Defense Management Course (MIDMC) in Freetown, Sierra Leone from September 11-22, 2006. The faculty team included Dr. Jomana Amara, Dr. James Airola, LtCol Chris Page, USMC and Senior Lecturer Stephen Hurst.



Sierra Leone MIDMC participants.

Twenty-three participants attended the course representing the Republic of Sierra Leone Armed Forces, the Ministry of Defense and the National Police Force. The course was held at the International Military Advisory and Training Team (IMATT) facilities located on the outskirts of Freetown.



Sierra Leone participants enjoy lunch.

Mr. A. R. Bayoh, Director General of the Ministry of Defense, opened the course while Ms. Pam Lynette, representing the U.S. Ambassador, gave the closing address. Sierra Leone has recently adopted the planning, programming and budgeting system as part of a strategic planning program called the National Security Architecture. The course could not have been more appropriate, both in terms of timing as well as content.

Participant News

DRMI extends its sympathies to Nigerian plane crash victims' families, friends and colleagues

On Sunday, September 17, a Nigerian Air Force Dornier 228 aircraft carrying 18 passengers crashed into a hill 18 nautical miles from Obudu after flying from the capital, Abuja. All 12 killed were military officers, among them ten Nigerian generals (eight major generals and two brigadier generals). Nigerian President Olusegun Obasanjo called the crash a "monumental tragedy," declared three days of mourning and has organized an investigation into the cause of the crash. DRMI extends its heartfelt sympathies to the Nigerian plane crash victims' families, friends and colleagues.

President Uribe names Admiral Guillermo Barrera CNO, Colombian Navy

President Uribe named Admiral Guillermo Barrera as the Chief Naval Officer (CNO) of the Colombian Navy. Admiral Barrera is both a graduate of NPS (MA Electrical Engineering, December 1983) and DRMI (SIDMC 05). DRMI offers its congratulations to Admiral Barrera and wishes him well in his new position.

An update from General Berndt Grundevik, Swedish Army

General Berndt Grundevik (Sweden, SIDMC 06) reports that he will become the commander in chief (CINC) of the multi-national task force, Centre region, in Kosovo, beginning 29 January 2007, continuing until 1 August 2007. Gen Grundevik travels to Kosovo October 23-26 to begin preparing for his new responsibilities, and returns December 4-13 for more planning and preparation. The Centre region is 80 kilometers from north to south and 60 kilometers from east

to west, and includes the city of Pristina. Gen Grundevik will command a taskforce of soldiers and officers from Sweden, Finland, Latvia, Ireland, the Czech Republic, and Slovakia.

A note from LtCol Taib Karaica, Armed Forces of Bosnia and Herzegovina

Dear DRMI Staff!

Thank you for your letter, picture, and nice wishes that I received a few days ago from you.

From this time-distance I can clearly see that I was a student (participant) in an Institute, which is not only very useful, but also very pleasant school.

But, I'm not quite sure what is the bigger value for me: knowledge or experience that you gave to me. Also, one of great benefits for me is a fact that I have more "International friends", and (thanks God for Internet) we are in the permanent contacts.

It is obvious that I have brought great rewards upon me, but also I've brought great rewards for my nation. ("It was the small step for me, but a big number of those steps will make a giant leap for my country.")

At the end, I want to wish to all of you a Happy Independence Day!
Have a nice holidays,

Yours truly,

LtCol Taib Karaica,

Armed Forces of Bosnia and Herzegovina.

Curriculum Development, Teaching News and Service

Dr. Robert McNab receives the Williams Outstanding Professor Award



At an awards ceremony on 12 September, the Naval Postgraduate School honored DRMI's Dr. Robert McNab with the Williams Award. The Lieutenant Commander David L. Williams Outstanding Professor Award is named for Lieutenant Commander David L. Williams, U.S. Navy, a

December 1996 graduate of the Naval Postgraduate School's Department of National Security Affairs. In August 2000, Lieutenant Commander Williams joined the Office of the Chief of Naval Operations. This outstanding young naval officer was taken from us in the terrorist attack on the Pentagon on September 11, 2001. NPS honors this naval officer's memory at each graduation by placing his name on an award for an outstanding professor.



NPS Acting President and Chief of Staff Col. David Smarsh, USAF presents Dr. McNab the Williams Award.

The award citation read:

The Lieutenant Commander David L. Williams Outstanding Professor Award is presented to Associate Professor Robert M. McNab, Defense Resources Management Institute. Professor McNab has demonstrated excellence in the classroom in both DRMI executive development courses and NPS graduate courses. He has made significant contributions to the Institute's interdisciplinary curricula by upgrading course content and by writing illustrative case studies. He has also developed several new courses for

the National Security Affairs Department and is a sought-after thesis advisor. His dedication and demonstrated excellence in both development and delivery of courses have enhanced the intellectual growth of students worldwide.

Congratulations, Dr. McNab!

Dr. Robert McNab teaching NPS course on economics and cost-benefit analysis

In the current NPS fall quarter, Dr. McNab is teaching "Economics and Cost-Benefit Analysis - GB 4071." GB4071 develops the tools and techniques of economic efficiency to assist public sector decision makers in analyzing resource allocation in government activities. It focuses on developing the foundations of cost-benefit analysis (CBA) and cost-effectiveness analysis (CEA), including problem solving, constrained optimization, consumer preference and choice, and decision-making with risk; it stresses methodologies that build on these foundations, including approaches to cost-benefit analysis, multi-attribute decision analysis and simulation; and it applies CBA and CEA to specific projects and programs in the federal government, especially in the Department of Defense.

Dr. Robert McNab teaching NPS course on the economics of insurgencies and stability operations

Dr. McNab is also teaching an NPS course entitled "Economics of Insurgencies and Stability Operations - NS 3042" in the current fall quarter. NS3042 focuses on the economic incentives underlying conflict and the stabilization of post-conflict economics. As understanding the short and long-term economic factors that influence the likelihood of armed conflict is important for counter-insurgency efforts and stability operations, the course both discusses and examines the economic causes of conflict. The course also examines the economics of insurgencies and how economics can be used to mitigate the impact of insurgent movements. In addition, the course will consider the relative importance of political grievances with respect to economic incentives and will conclude with a discussion of the economics of reconstruction, focusing on microeconomic projects that can foster economic development.

Staff and Faculty News

Dr. Frederiksen attends Thai luncheon



On his way back from Malaysia, Dr. Frederiksen stopped in Thailand and visited COL Kevin Clark, Chief, Joint United States Military Advisory Group to Thailand (JUSMAGTHAI). Dr. Frederiksen stopped to talk about DRMI's new courses, especially the new content of

the Senior International Defense Management Course. Dr. Frederiksen was a guest at a luncheon hosted by MG Wuttinun (Deputy Comptroller General), MG Pongura (Assistant Comptroller General) and AVM Kachane, Director, Office of Defense Resources Management). Topics of discussion included the Defense Resources Management Study (DRMS), which Thailand is considering adopting; unit organization evaluation; and DRMI's new programs. Also attending the luncheon were two NPS graduates (LCDR Issares and MAJ Phuwadol) and COL Chatchawan, Thailand's choice for the Fall International Defense Management Course (IDMC) in Monterey.

Lt Col Alan Laverson retires, joins NPS GSBPP faculty



Dr. Alan Laverson, LTC, USAF, retired and has accepted a position as Assistant Professor of Economics and Policy in the Graduate School of Business and Public Policy (GSBPP) at the Naval Postgraduate School. He is currently teaching GB 4052 - Corporate Finance.

As a member of the GSBPP faculty team, he will be also conduct research. Dr. Laverson's current research focuses on the effects of defense industry mergers on DoD acquisition. DRMI wishes him the best of luck in his new position.

Cdr Joel Modisette joins DRMI faculty



Joel Modisette, Commander, U.S. Navy, joined the DRMI faculty in August 2006. His last assignment was at the United States Naval Academy (USNA) in Annapolis, Maryland, where he served as the Director for Honor. During his three-year assignment at USNA, he conducted a sweeping redesign of

adjudication, education and remediation processes for the Brigade of Midshipmen honor system. Commander Modisette is a Surface Line Officer who has served on numerous cruiser/destroyer ships and staff positions throughout the U.S. and abroad, including as Special Assistant to COMUSNAVEUR during Operation IRAQI FREEDOM. He received a Bachelor of Science in Electrical Engineering from Tulane University (1984), a Masters of Operations Research from the Naval Postgraduate School (1990) and a Masters in National Security from the Naval War College (1995). Commander Modisette is married to Tammy Phillips. They have four children. DRMI warmly welcomes Commander Modisette aboard!

LTC Luis Morales retires, joins DRMI faculty



One of our military faculty members, LTC Luis A. Morales, US Army, culminated a 28-year active duty career with his retirement on 31 October 2006. Mr. Morales served in numerous infantry and comptroller assignments in the U.S. and overseas

throughout his military career, including two assignments with DRMI. DRMI hired Mr. Morales as a civilian lecturer given his past experience in resource management and his six years as a DRMI lecturer. He is scheduled to start his civilian career with DRMI in November 2006. Mr. Morales will be joined by his wife, Maria, who is currently living and working in Tampa, FL. Their daughter, Jennifer, graduated from the University of South Florida (USF) in 2005 and is a 2nd Grade teacher in Florida and their son, Tony, is a senior at USF and is scheduled to graduate in May 2007 also with a degree in Education. DRMI is happy that Mr. Morales will remain a part of the family.

Conference Presentations, Research and Publications

Dr. Jim Airola presents paper at American Solar Energy Society Conference



Dr. Jim Airola presented a paper titled "An Economic Assessment of Solar PV Systems" at this summer's National Solar Conference of the American Solar Energy Society in Denver, CO. The conference was the largest of its kind in the U.S., attracting over 1,800 registered attendees. Dr. Airola's paper, co-authored by David Bergeron, a former National Aeronautics and Space Administration (NASA) scientist and current president of Sundancer Technologies, offered a criticism of currently accepted analysis methods relating to the economic viability of solar photovoltaic systems. The critique utilizes the same fundamental concepts from economics and cost analysis, which are presented in the DRMI curriculum and can be viewed at the following link:

<http://www.nps.navy.mil/drmi/WorkingPapers/DRMI%20Working%20Paper%2006-02.pdf>

Dr. Francois Melese presents papers at Western Economic Association meetings



Dr. Francois Melese delivered three papers at the RAND sessions of the Western Economic Association meetings in San Diego in July. The titles of the presentations were: 1) "A Review and Update of Public Budgeting in Defense: From PPBS to PPBE" (co-authored with Chris Appleby OSD/DA&M and Col Bob Larsen); 2) "Six Ways to Structure an Analysis of Alternatives (AoA)" (with Dr. Dan Nussbaum); and 3) "A Brinkmanship Game Theory Model of Terrorism" (with DRMI's Dr. Diana Angelis). Dr. Melese was invited to present the latter paper on 28 September in Washington, D.C. at the 3rd Annual Conference on Mathematical Methods of Counterterrorism. Information about these conferences is available in an article that

appeared in *USA Today*, which is accessible at http://www.usatoday.com/news/nation/2004-10-09-math-against-terror_x.htm

Dr. Francois Melese consults on projects for OSD Director of Administration & Management

Dr. Francois Melese recently consulted on several projects for members of the OSD Director of Administration & Management (DA&M). The work included reviewing a new Department of Defense Directive, as well as a presentation of his management model for government, SUCCESS (co-authored with DRMI's Dr. Jim Blandin & Louisiana State University Chancellor Sean O'Keefe), the last week of September at the Pentagon. While at the Pentagon, Dr. Melese made another presentation at the invitation of the Joint Staff Management Review Board (MRB). A defense contractor was recently hired by the Joint Staff to implement the SUCCESS model.

Dr. Eva Regnier participates in annual INFORMS meeting



Dr. Regnier participated in the annual Institute for Operations Research and the Management Sciences (INFORMS) meeting 5-8 November 2006 in Pittsburgh, PA. She co-chaired the Decision Analysis Society cluster, with 24 sessions, and chaired a session titled "Planning for and Responding to Hurricanes" in a cluster titled "Planning for and Responding to Disasters."

Recent Publications

Regnier, E.D. and Harr, P.A. (2006). "A Dynamic Decision Model Applied to Hurricane Landfall," *Weather and Forecasting*, Vol. 21, No. 5, pages 764-780.

Lessons Learned? (Continued from page 1.)

baseball world when one team, the Oakland Athletics, hired Billy Beane to be their general manager. Beane was committed to quantitative analysis and approached the game just as if he was playing TEMPO – everything was quantified

and relationships were described statistically through regression analysis. Players' skills were analyzed based on how they contributed to offense (runs produced) or defense (runs prevented) to determine which skills were most critical to producing the desired outcome – games won. The salary costs of obtaining specific skills were also evaluated statistically. The analysis showed that some skills were undervalued relative to their importance in producing victories. This is explained by the use of more subjective methods by the tradition-bound world of professional baseball. Billy Beane decided that he could do better by relying on the numbers. He began to hire players no one else wanted, he made decisions on the field that were contrary to conventional wisdom, and he made each decision based on hard quantitative analysis.

The effects were startling. From 1999 to 2003, the Oakland A's won more games than any other team in baseball. More impressively, they did it while spending less than the average of all other teams on players' salaries. Essentially, they bought more utils per dollar than anyone else in baseball, and by a long shot. They "bought" wins more cheaply, paying as little as one-sixth the cost per win of the least efficient teams. For the past six years, no other team comes close to the Oakland A's in converting team salaries into team winning percentage, a true measure of efficiency.

Was it really quantitative analysis, or was it luck? Economists Jahn Hakes and Raymond Sauer (2006) test the claims made in Michael Lewis' book in this month's issue of the *Journal of Economic Perspectives*. They find that Beane's application of the analytical rules of decision-making to the game of baseball made all the difference. Management made better decisions and was able to produce more wins per dollar because of hard, objective analysis.

The lesson is that although the world of TEMPO is not real, it may not be as far from real as one might think. There are places where the ability to quantify results, measure costs, and apply rigorous analysis can lead to more efficient outcomes. Professional baseball turns out to be just one of those places. The ministries of defense of the countries of the world may be others.

References

Hakes, J.K. and Sauer, R.D. (2006). "An Economic Evaluation of the Moneyball Hypothesis," *Journal of Economic Perspectives*, 20:3, pp 173-815.

Lewis, Michael. 2003. *Moneyball: The Art of Winning an Unfair Game*. Norton: New York.

DRMI Course Catalog and Brochure

The 2006 course catalog and the Defense Resources Management Course brochure are now available. If you would like copies, please contact the Admin Office at 831-656-2104 (DSN 756) or send e-mail to DrmiAdmin@nps.navy.mil

Future Mobile Courses

Moldova	30 Oct – 3 Nov 2006
El Salvador	12 Feb – 23 Feb 2007
Bangladesh	23 Feb – 8 Mar 2007
Colombia	9 Apr – 20 Apr 2007
Honduras	17 Feb – 28 Apr 2007

*All courses funded by International Military Education and Training (IMET) unless marked as Foreign Military Sales (FMS) or Counter Terrorism (CT).

Future Resident Courses

Budget Preparation, Execution, and Accountability (BPEA):

BPEA 07-2 17 Sep – 26 Sep 2007

Base Realignment, Closure, and Economic Redevelopment (BCER):

BCER 07-1 6 Aug – 17 Aug 2007

Streamlining Government through Outsourcing, Privatization, and Public-Private Partnerships (SGOP):

SGOP 07-1 21 May – 25 May 2007

Multi-Criteria Decision Making (MCDM):

MCDM 07-1 05 Feb – 16 Feb 2007
MCDM 07-2 20 Aug – 31 Aug 2007

**Defense Resources Management Course
(four-week DRMC):**

DRMC 07-1 8 Jan – 2 Feb 2007
DRMC 07-2 23 Apr – 17 May 2007
DRMC 07-3 21 May – 15 Jun 2007
DRMC 07-4 23 Jul – 16 Aug 2007
DRMC 07-5 20 Aug – 14 Sep 2007

**Senior International Defense Management
Course (four-week SIDMC):**

SIDMC 07 25 Jun – 20 Jul 2007

**International Defense Management Course
(eleven-week IDMC):**

IDMC 07-1 5 Feb – 18 Apr 2007
IDMC 07-2 24 Sep – 7 Dec 2007

For additional information on any of our resident
courses please contact Mary Cabanilla at (831)
656-2104 or e-mail DrmAdmin@nps.navy.mil



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